

S-E-C-R-E-T

### Support Activities of CIA

There is a distinct and increasing need for better management in CIA, Colonel Lawrence K. White told the Clandestine Services Review course on 27 September 1961. The steadily growing budget of the Agency, its careful examination by the Bureau of the Budget and by the Congressional Committee, and the threat of the General Accounting Office moving into the Agency, makes it necessary for the Agency to make the best possible use of its talents and its money and, what is more, to make an acceptable accounting of them.

In line with his thought that it is people that makes the Agency work, Colonel White said that anyone who had charge of one other person or of any single activity was a manager. As such, it was his duty to improve the work of both himself and those working under him. It was here that the Agency had progressed the least in the past several years. Colonel White quoted an example of an Agency operation for which the area division had responsibility of maintaining records. When it came time for the Audit Staff to make its check, there were no records. The General Accounting Office would have made mincemeat of those who carried on the operation and, indeed, of the Agency, Colonel White pointed out. Obviously this was a failure in management.

There were two things to keep in mind in considering support; that the DDS office heads perform the function of staff officers to the DCI and that there are support people all over the Agency, intermingled with the intelligence officers of the other two components. As an example of the staff function, the General Counsel advises the Director on what he can legally do. The importance of the second is that, although both the DD/I and the DD/P have chiefs of support or administration, the intermixing of support people at lower levels prevents the bottlenecks that would ensue if all requests for support were channeled through these offices.

Colonel White said that he thought of himself as the head of a group of functional specialists. He coordinates their activities and sometimes directs the specialists. Each office has a command or line responsibility. Since it is also part of the Director's staff, it also has staff responsibilities. Support people serve in all components of CIA everywhere in the world. For instance, the DD(S) supplies all the personnel officers regardless of where they are stationed. But although on the staff of a chief of station, their long-range looking is to headquarters.

Unless students had been overseas for a long time, they would on return notice no great organization changes in DD(S). Only one significant change had come since 1955--moving the commercial staff back to the Clandestine Services on 1 February 1960. The question involved where the staff could best function. The desire was to use it. There was much pro and con argument, for instance, as to where proprietaries could best be used. With increasing effort for more non-official cover, evidently such things as proprietaries belonged in the Clandestine Services. There was no hassle about the shift.

S-E-C-R-E-T

It is impossible to consider present problems without looking at those in the past, said Colonel White. When he took over originally, there was no interchange between operating and support services. A change in attitude to servicing was needed. The required emphasis was on finding better ways to help operating units do the job. As a result of the change, he said that he hoped that members of the class had seen improvement in the support given them. If there had been improvement, the DD(S) evidently had not spent all its time writing regulations. Bigness of the Agency does require regulations; progress, however, is made through people.

The attempt is to get people to serve primarily in support of the Clandestine Services and of field operations, Colonel White said. The DD(I) is easy to support; the Clandestine Services require more work and great flexibility. The negative role of you can't do this and you can't do that has gone by the board in DD(S). On the theory that the more direct the work, the more efficient, there are no big staffs in the offices to complicate matters. A maximum cutting of corners gets the job done. The key to direct action is the chief of support in the Division. To him is the place where Clandestine Services personnel should go.

In answers to questions, Colonel White said that the present virtual freeze on promotions was due in great part to the quick promotion policy of CIA's earlier years. The hope now was to put in a gradual promotion plan, so that a career employee would have a reasonable expectation of progress during his years in the Agency. Now there were so few slots and the competition for promotion was so keen that able men could not be advanced. Competition for these slots was not in the field station or in the specific headquarters activity but was in the work category. Thus, a logistics man in [redacted] who had done a good job was not judged against another employee in [redacted] but against other logistics employees in other parts of the world. He may, for example, have missed his promotion because a logistics man in [redacted] had done an even better job. Colonel White cautioned against the promising of promotions to individuals by the Chief of Station; since the Chief of Station could not guarantee the promotion, the promise might well produce a morale problem.

Early retirement is one way to open up promotions. It is obvious that something must be done along these lines or else we will eventually have field case officers averaging between fifty and sixty years in age. However, the Clandestine Services Career Service has not yet produced anything tangible.

The separation of surplus personnel, under the [redacted] provision, is related to the problem of promotions but is separate from the early retirement policy. It is for people who have overreached their capabilities and who have been too long in their grade with no expectation of rising higher.

In speaking about the need for better management, Colonel White recommended the management courses given in the Agency.